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**THE RELATIONSHIP OF JOB SATISFACTION, BURNOUT,  
ORGANIZATIONAL COMMITMENT AND TURNOVER  
INTENTION: A STUDY AT MAHB CORPORATE OFFICE**

**By**

**REVATI A/P MANIRAJA**



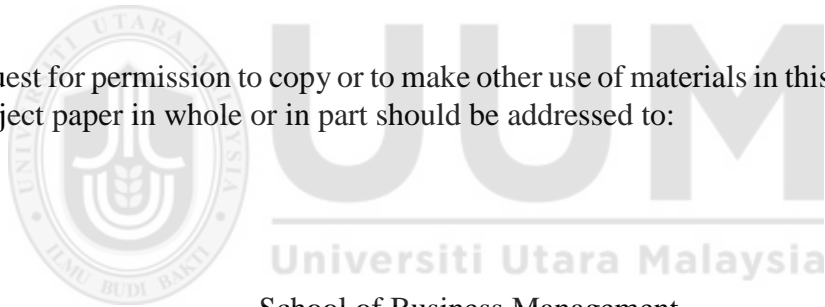
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School of Business Management,  
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## ABSTRACT

The main objective of this study is to analyse the relationship between job satisfaction, burnout and organizational commitment towards turnover intention among employees of Malaysian Airports Holding Berhad (MAHB). Survey was done through distributing a questionnaire to 270 MAHB employees to participate in the study and was analysed by using Statistics Package for Social Science or SPSS in order to fulfill the objectives of the study. The results showed that there is a significant relationship between the variables towards turnover intention. The factors influencing turnover intention become the main attention from the employer as it is the most important key to ensure the organization well-managed and organized. Thus, internal issues and conflicts need to be clarified to ensure the organizational free from any controversy and leads to be categorized as establish and powerful party. Recommendations have been given which include that the number of sample can be increased to evaluate the relationship in this case study and can be extended towards the workers from different departments and positions who work in private sector organization to compare their relationship between job satisfaction, burnout and organizational commitment on turnover intention. In conclusion, the researcher hopes that more research will be conducted on turnover intention in the future which important to enhance the productivity and satisfaction among workers.

**Keywords:** *Job satisfaction, burnout, organizational commitment, turnover intention*

## ABSTRAK

Objektif utama kajian ini adalah untuk menganalisis hubungan antara kepuasan kerja, kepenatan bekerja dan komitmen organisasi ke arah niat pusing ganti kerja di kalangan pekerja Malaysia Airports Holding Berhad (MAHB). Kajian telah dilakukan melalui pengedaran soal selidik kepada pekerja MAHB untuk mengambil bahagian dalam kajian ini dan memenuhi objektif kajian ini. Keputusan menunjukkan bahawa terdapat hubungan yang signifikan antara pembolehubah ke arah niat pusing ganti kerja. Faktor-faktor yang mempengaruhi niat pusing ganti kerja yang menjadi perhatian utama dari majikan kerana ia adalah kunci yang paling penting untuk memastikan organisasi yang terurus dan teratur. Oleh itu, isu dalaman dan konflik perlu dijelaskan untuk memastikan organisasi bebas dari sebarang kontroversi dan membawa kepada kategori sebagai pihak yang kuat dan kukuh. Cadangan telah diberikan dimana ia termasuk bilangan sampel yang boleh ditingkatkan untuk menilai hubungan dalam kajian kes ini dan boleh diperluas ke arah pekerja dari jabatan dan jawatan yang berlainan yang bekerja di organisasi sektor swasta untuk membandingkan hubungan mereka antara kepuasan kerja, kepuasan bekerja dan komitmen organisasi mengenai niat pusing ganti kerja. Kesimpulannya, penyelidik berhadap agar lebih banyak penelitian akan dilakukan mengenai niat pusing ganti kerja di masa depan yang penting untuk meningkatkan produktiviti dan kepuasan di kalangan pekerja.

**Kata kunci:** *Kepuasan bekerja, kepenatan bekerja, niat pusing ganti kerja, komitmen organisasi*

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## LIST OF ABBREVIATIONS

### Abbreviations

A	Affective
C	Continuance
MAHB	Malaysia Airport Holdings Berhad
N	Normative
BT	Burnout
CO	Commitment Organization
DP	Depersonalization
EE	Emotional Exhaustion
JS	Job Satisfaction
PA	Personal Accomplishment
TI	Turnover Intention



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

This study aims to seek the relationship between job satisfactions, burnout, organizational commitment and turnover intention among Malaysia Airports Holding Berhad (MAHB) Corporate Office employees. This part consists of six sections comprising of the background of the study, problem statement, research objectives, scope of study, the importance of the study and the conclusion. All of the subtopic discussed well in this chapter to ensure the research could be carried out well.

#### **1.2 Background of the Study**

Malaysia Airports is one of the world's biggest airport operator groups which manages and controls 39 airports in Malaysia including global, national and brief take-off and landing terminals or known as STOL. The mission of Malaysia Airports Holdings Berhad is to administer, run and maintain its terminals in an effective, safe and secure direction ensuring smooth operations that meet the expectations of the passengers.

Workplace diversity is also critical for workers, as it expresses itself in building the company's great image, contributing to improved productivity and job opportunity. A dynamic workforce offers greater access to workers with different cultures and backgrounds and allows its staff the ability to learn with fellow employees whose job styles and attitudes that vary from their own. At Malaysia Airports, they believe

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# **APPENDICES**





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**"ACADEMIC EXCELLENCE UUM EMINENCE"**

Sincerely yours,

**NUR AFIAH BINTI ABU BAKAR**

Assistant Registrar  
Universiti Utara Malaysia  
Kuala Lumpur (UUMKL)

Universiti Pengurusan Terkemuka  
*The Eminent Management University*







## Questionnaire

### **The Relationship Between Job Satisfaction, Burnout, Organizational Commitment and Turnover Intention Among Employees in MAHB Corporate Office**

Dear Respondent,

I would like to seek your kind support and cooperation for a research study titled “The Relationship Between Job Satisfaction, Burnout, Organizational Commitment and Turnover Intention Among Employees in MAHB Corporate Office”. This research is a partial requirement for my Master of Science (Management).

This questionnaire comprises of five sections, which will take approximately 10 - 20 minutes of your time to complete. Please respond to the questions according to your genuine opinions and experiences. Your participation in this study is voluntary and your responses to the survey will be anonymous. The information provided will be treated strictly as confidential and will be used for academic purposes only.

Thank you in advance for your time and effort in completing this questionnaire. If you have any concerns, please feel free to contact the researcher via email given below.

Regards,

Revati Maniraja (823169)

Master of Science (Management)

Postgraduate Student,

School of Business Management,

Universiti Utara Malaysia (UUM),

Kuala Lumpur Campus.

Email: [revatimaniraja@gmail.com](mailto:revatimaniraja@gmail.com)

Section A: Demographical Background of the Respondent

This section is to obtain information of the respondent background. Please tick (/) in the appropriate selection.

1. Gender:

☐ Male ☐ Female

2. Age: (Please state)

☐ < 25 ☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ 41-45 ☐ > 46

3. Ethnic Group

☐ Malay ☐ Chinese ☐ Indian ☐ Others: \_\_\_\_\_ (Please state)

4. Religion

☐ Muslim ☐ Buddhism ☐ Christianity ☐ Hinduism  
☐ Others: \_\_\_\_\_ (Please state)

5. Marital Status:

☐ Single ☐ Married

6. Position:

☐ Senior Manager ☐ Manager ☐ Senior Executive ☐ Executive  
☐ Non-Executive ☐ Others: \_\_\_\_\_ (Please state)

7. Length of service in organization:

☐ < 3 ☐ 4 - 5 years ☐ 6 – 8 years ☐ 9 – 11 years ☐ > 12 years

Section B: Questionnaire Regarding Job Satisfaction

Please indicate your response to the following statement according to the scale below.

	1 Extremely Disagree	2 Strongly Disagree	3 Disagree	4 Agree	5 Strongly Agree
Questions					
1	I am satisfied with the working environment of the company.				
2	I am satisfied with job location.				
3	I am satisfied with the present working hour.				
4	I am satisfied with the existing salary structure of the company.				
5	I am satisfied with the compensation I get & I think it matches with my responsibility.				
6	I am happy with my work responsibilities.				
7	I feel comfortable in carrying out my responsibilities.				
8	I am satisfied with work relationships with the people around me.				
9	I am satisfied with various activities in the firm & love participating in them.				
10	I am happy with your overall job security.				
11	I am satisfied with the given right to put forward my opinions.				
12	I am satisfied with the leaders in my workplace as positive role models.				
13	I am satisfied with the present performance appraisal policy of the company.				
14	I am happy with the recognition and rewards for my outstanding works and contributions.				
15	I am satisfied and think I've been awarded right set of duties, as per my ability.				
16	I am satisfied & able to maintain a healthy balance between work and family life.				
17	Fulfilling my responsibilities give me a feeling of satisfaction & personal achievement.				
18	I am satisfied with the leave policy of the company.				
19	I am satisfied employee assistance policy (e.g.- lunch & transport etc.) of the company.				
20	I am satisfied with long term benefit & insurance policies of the company.				

Please indicate your response to the following statement according to the scale below.

1 Extremely Disagree	2 Strongly Disagree	3 Disagree	4 Agree	5 Strongly Agree		
Questions						
		1	2	3	4	5
1	I feel emotionally drained by my work					
2	I feel burned out from work					
3	I feel fatigued in the morning					
4	I feel used up at a day's end					
5	I feel frustrated at work					
6	I feel as though I am working too hard at work					
7	Being with people stress me					
8	I feel like I'm at the end of my rope.					
9	I worry that work is hardening me					
10	I feel as though I treat my colleagues impersonally					
11	I have become colder hearted towards people					
12	I don't really care what happens to my colleagues					
13	I feel as though I am helping my colleagues					
14	I don't feel energetic					
15	I feel as though I haven't accomplished worthwhile things					
16	I do not feel as though I am positively influencing others					
17	I can't easily create a relaxed atmosphere					

Please indicate your response to the following statement according to the scale below.

	1 Extremely Disagree	2 Strongly Disagree	3 Disagree	4 Agree	5 Strongly Agree
	Questions				
1	I would be very happy to spend the rest of my career with this organization.				
2	I enjoy discussing my organization with people outside it.				
3	I really feel as if this organization's problems are my own.				
4	I think that I could easily become as attached to another organization as I am to this one.				
5	I do not feel like 'part of the family' at my organization.				
6	I do not feel 'emotionally attached' to this organization.				
7	This organization has a great deal of personal meaning for me.				
8	I do not feel a strong sense of belonging to my organization.				
9	I am not afraid of what might happen if I quit my job without having another one lined up.				
10	It would be very hard for me to leave my organization right now, even if I wanted to.				
11	Too much in my life would be disrupted if I decided I wanted to leave my organization now.				
12	It wouldn't be too costly for me to leave my organization now.				
13	Right now, staying with my organization is a matter of necessity as much as desire.				
14	I feel that I have too few options to consider leaving this organization.				
15	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.				
16	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have.				
17	I think that people these days move from company to company too often.				
18	I do not believe that a person must always be loyal to his or her organization.				

19	Jumping from organization to organization does not seem at all unethical to me.					
20	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.					
21	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.					
22	I was taught to believe in the value of remaining loyal to one organization.					
23	Things were better in the days when people stayed with one organization for most of their careers.					
24	I do not think that wanting to be a “company man” or company woman” is sensible anymore.					

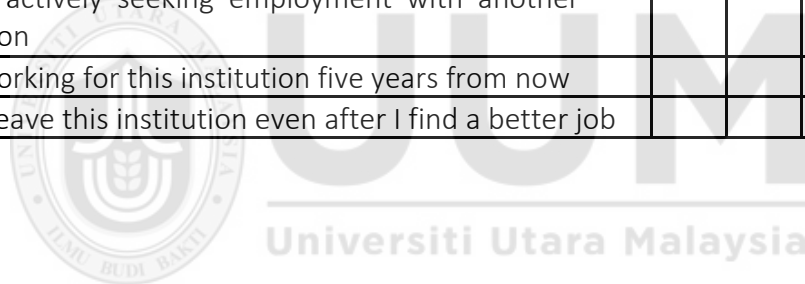


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# Section E: Questionnaire Regarding Turnover Intention

Please indicate your response to the following statement according to the scale below.

	1 Extremely Disagree	2 Strongly Disagree	3 Disagree	4 Agree	5 Strongly Agree
Questions					
1	I feel there is adequate opportunity for me to move to a better job within the company				
2	I feel secure that I will be able to work for the company as long as I do a good job.				
3	I am proud to work in my company				
4	I am proud to tell others that I am part of this organization.				
6	I am very loyal to this organization.				
7	I do not think about leaving my current position				
8	I will not leave my current position within the next three months				
9	I am not actively seeking employment with another organization				
10	I will be working for this institution five years from now				
11	I will not leave this institution even after I find a better job				



## Frequency Table

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	152	56.3	56.3	56.3
	Female	118	43.7	43.7	100.0
	Total	270	100.0	100.0	

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<25 years old	10	3.7	3.7	3.7
	26-30 years old	73	27.0	27.0	30.7
	31-35 years old	96	35.6	35.6	66.3
	36-40 years old	43	15.9	15.9	82.2
	41-45 years old	21	7.8	7.8	90.0
	>46 years old	27	10.0	10.0	100.0
	Total	270	100.0	100.0	

		Ethnic			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	214	79.3	79.3	79.3
	Chinese	14	5.2	5.2	84.4
	Indian	27	10.0	10.0	94.4
	Others	15	5.6	5.6	100.0
	Total	270	100.0	100.0	

		Religion			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Muslim	216	80.0	80.0	80.0
	Buddhism	4	1.5	1.5	81.5
	Christiany	24	8.9	8.9	90.4
	Hindusm	26	9.6	9.6	100.0
	Total	270	100.0	100.0	



		Status			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Single	68	25.2	25.2	25.2
	Married	202	74.8	74.8	100.0
	Total	270	100.0	100.0	

		Position			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Senior Manager	3	1.1	1.1	1.1
	Manager	25	9.3	9.3	10.4
	Senior Executive	47	17.4	17.4	27.8
	Executive	56	20.7	20.7	48.5
	Non Executive	138	51.1	51.1	99.6
	Others	1	.4	.4	100.0
	Total	270	100.0	100.0	

		Length			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	<3 years	36	13.3	13.3	13.3
	4-5 years	49	18.1	18.1	31.5
	6-8 years	75	27.8	27.8	59.3
	9-11 years	42	15.6	15.6	74.8
	>12 years	68	25.2	25.2	100.0
	Total	270	100.0	100.0	

## Descriptives

			Statistic	Std. Error
JobSatisfaction	Mean		4.0861	.02673
	95% Confidence Interval for	Lower Bound	4.0335	
	Mean	Upper Bound	4.1387	
	5% Trimmed Mean		4.0899	
	Median		4.0000	
	Variance		.193	
	Std. Deviation		.43923	
	Minimum		2.90	
	Maximum		5.00	
	Range		2.10	
	Interquartile Range		.35	
	Skewness		.167	.148
	Kurtosis		.522	.295

## Tests of Normality

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
JobSatisfaction	.164	270	.000	.933	270	.000

### a. Lilliefors Significance Correction

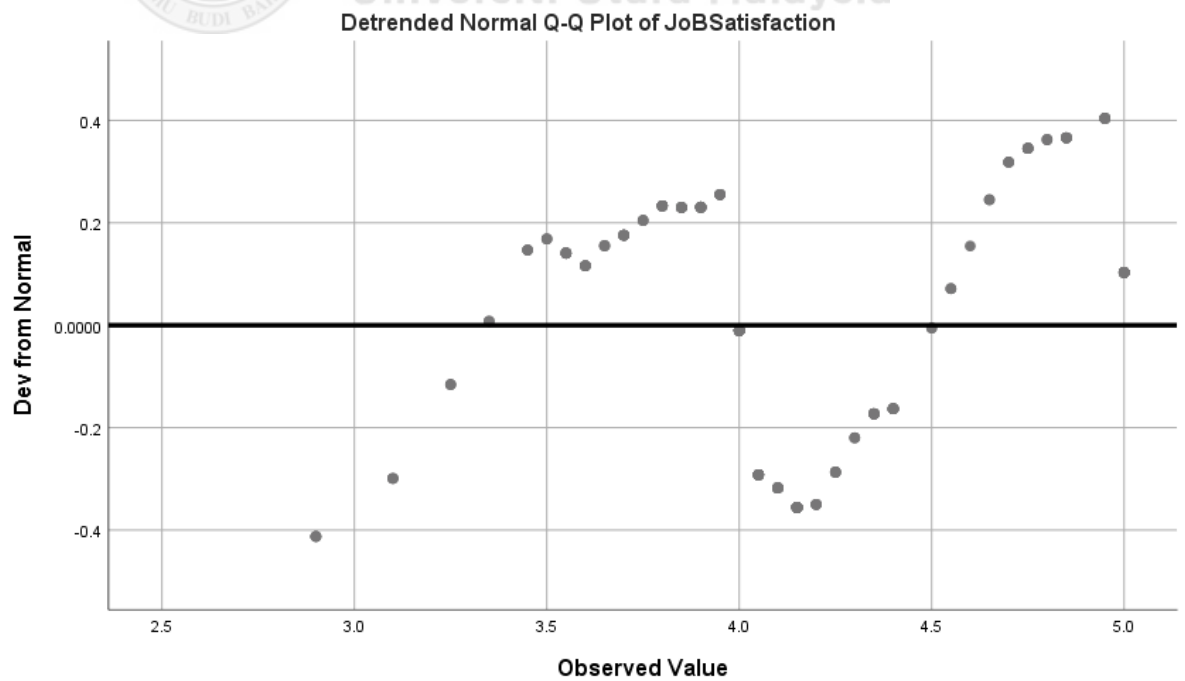
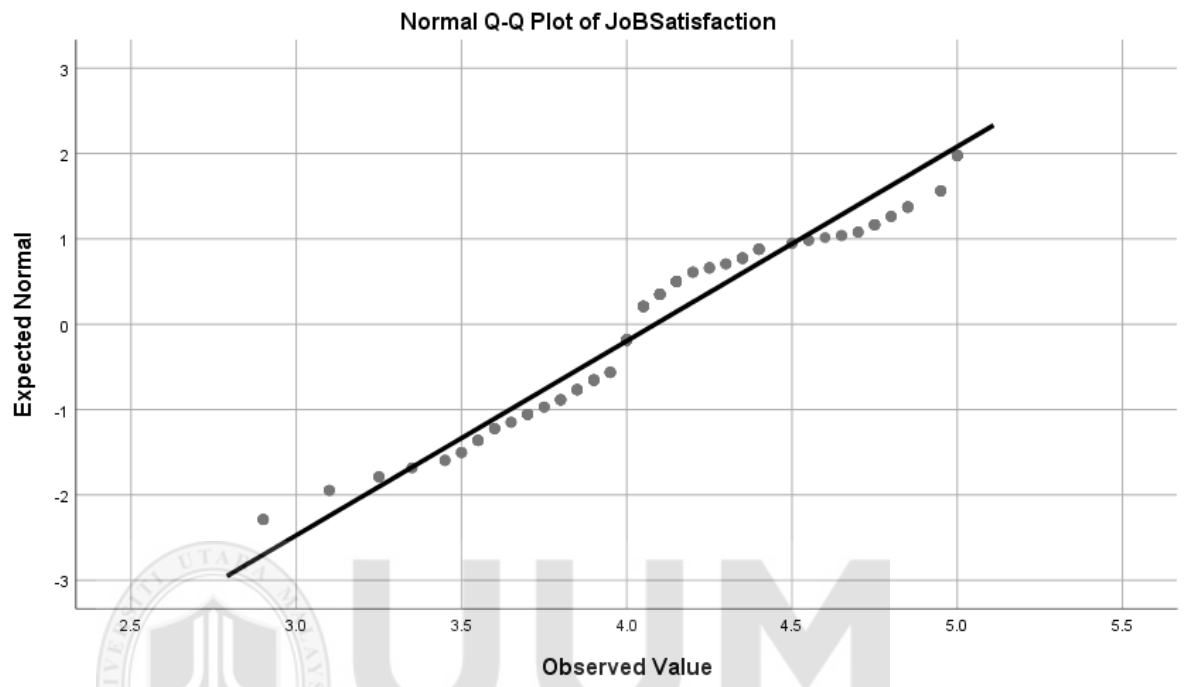
## JoBSatisfaction

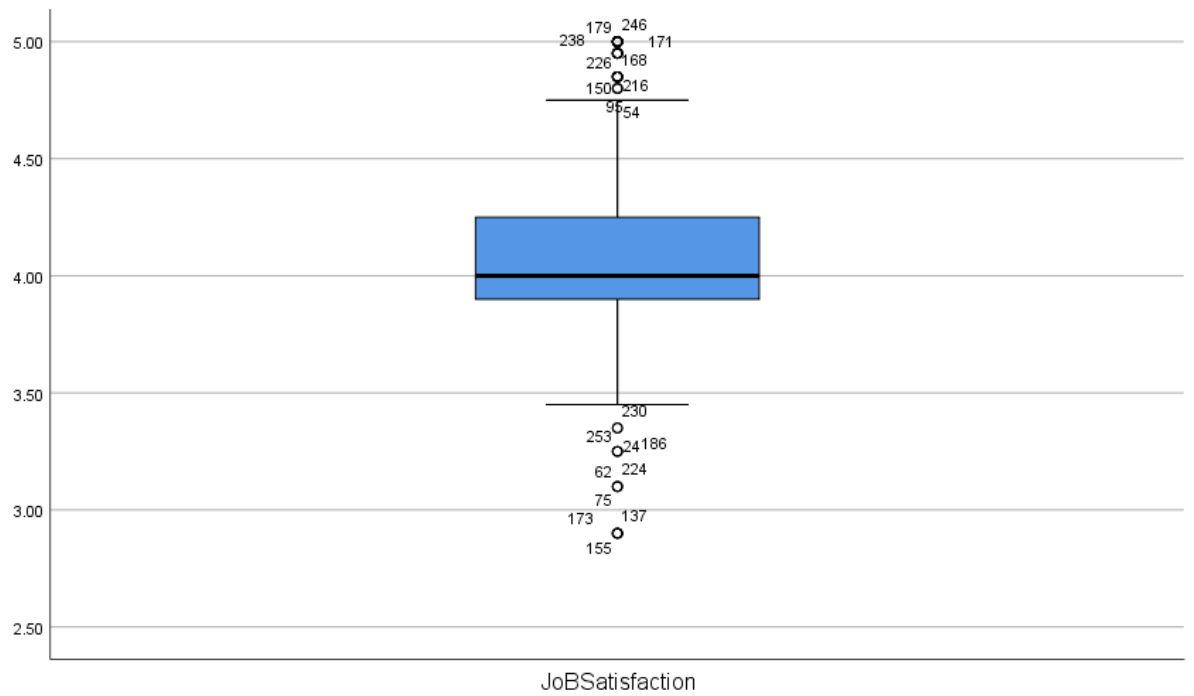
### JoBSatisfaction Stem-and-Leaf Plot

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29.00 Extremes        (>=4.80)

Stem width:        .10  
Each leaf:         1 case(s)





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## Descriptives

			Statistic	Std. Error
Burnout	Mean		2.9810	.03821
	95% Confidence Interval for	Lower Bound	2.9057	
		Upper Bound	3.0562	
	5% Trimmed Mean		2.9939	
	Median		3.0000	
	Variance		.394	
	Std. Deviation		.62787	
	Minimum		1.00	
	Maximum		4.48	
	Range		3.48	
	Interquartile Range		.81	
	Skewness		-.314	.148
	Kurtosis		.198	.295

## Tests of Normality

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Burnout	.093	270	.000	.986	270	.010

### a. Lilliefors Significance Correction

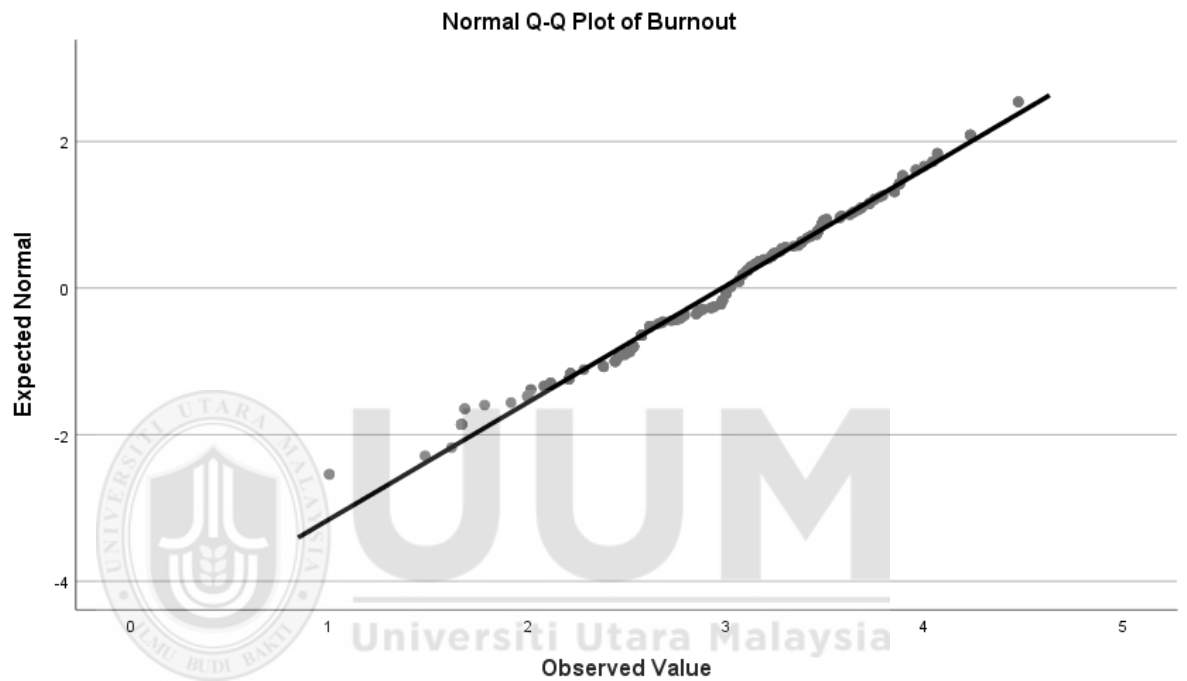
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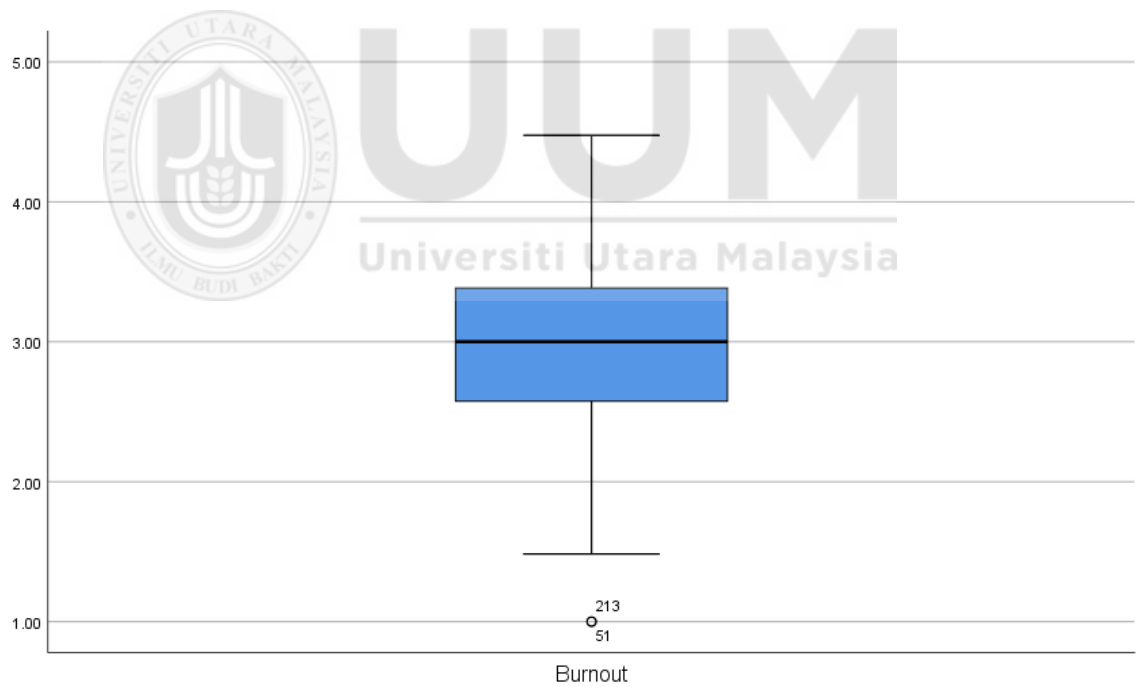
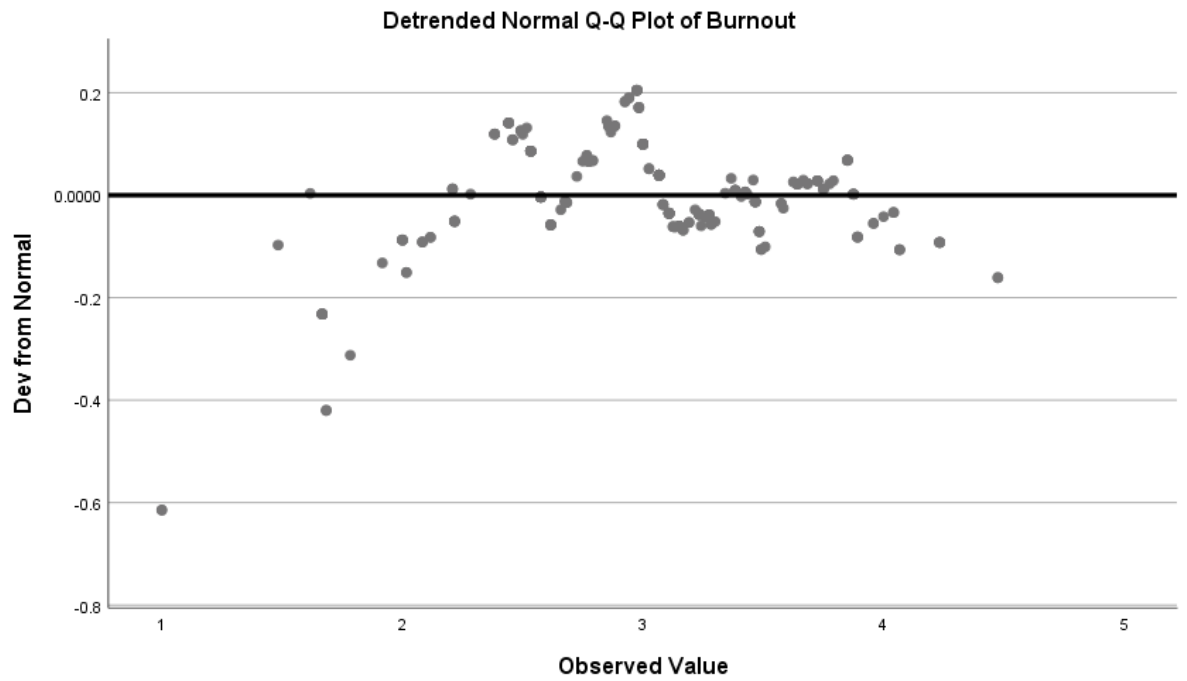
Burnout Stem-and-Leaf Plot

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2.00	4 .	44

Stem width:	1.00
Each leaf:	1 case(s)





			Statistic	Std. Error
Commitment	Mean		3.6427	.01608
	95% Confidence Interval for	Lower Bound	3.6111	
		Upper Bound	3.6744	
	5% Trimmed Mean		3.6404	
	Median		3.6667	
	Variance		.070	
	Std. Deviation		.26428	
	Minimum		2.83	
	Maximum		4.58	
	Range		1.75	
	Interquartile Range		.33	
	Skewness		.190	.148
	Kurtosis		.779	.295

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Commitment	.067	270	.006	.985	270	.007

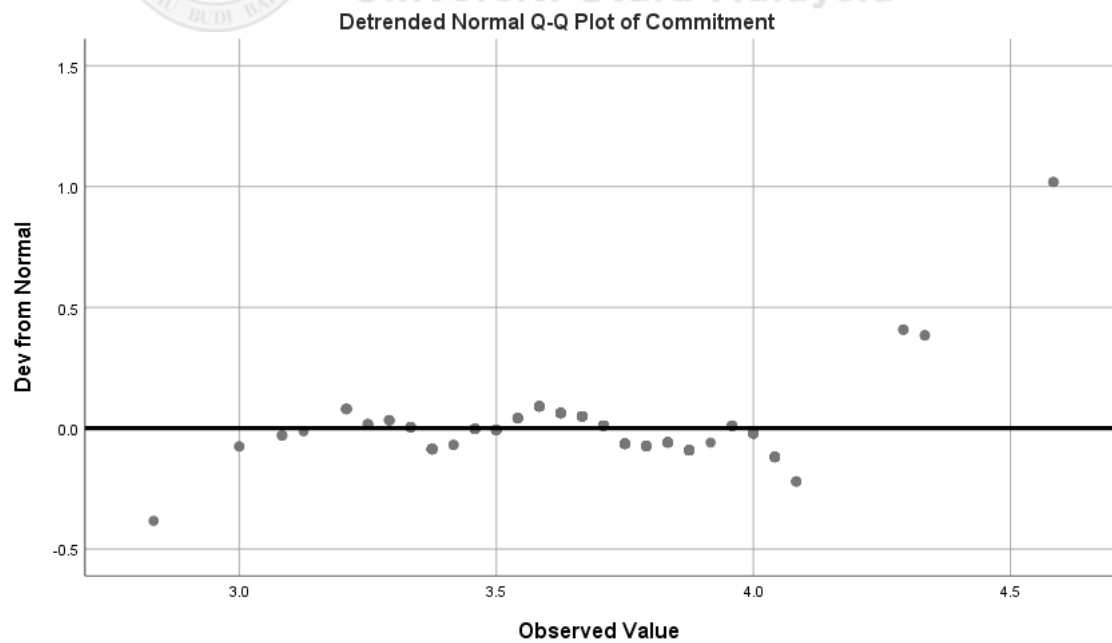
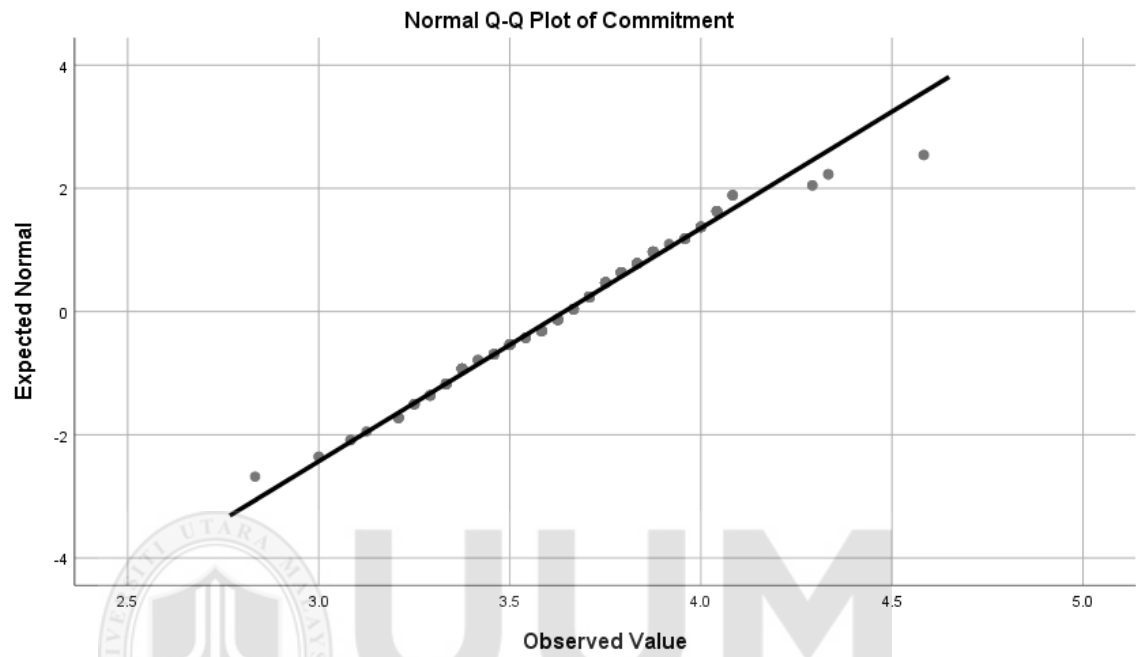
## Commitment

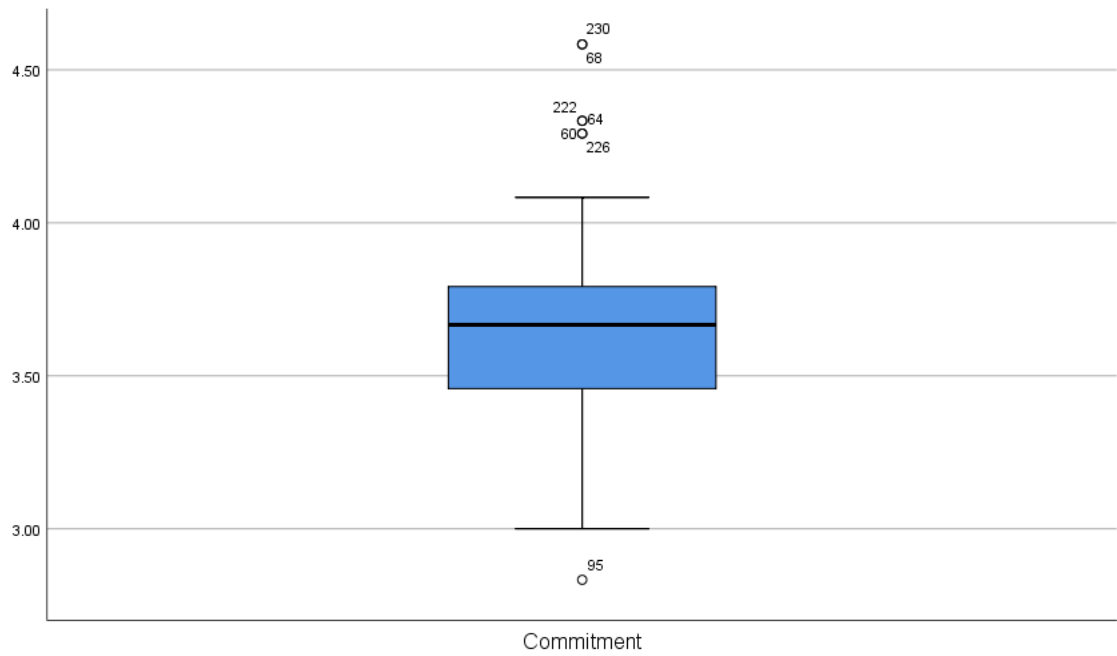
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6.00 Extremes (>=4.29)

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Each leaf: 1 case(s)





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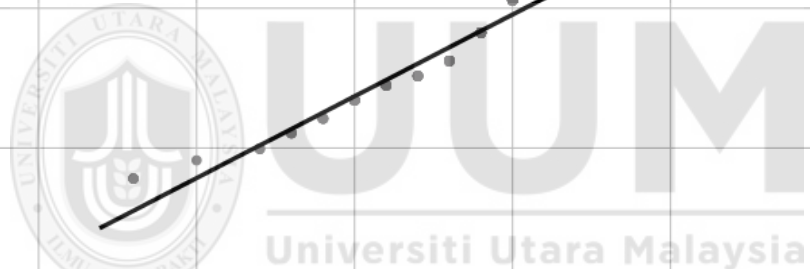
			Statistic	Std. Error
Intention	Mean		4.0389	.02602
	95% Confidence Interval for	Lower Bound	3.9877	
	Mean	Upper Bound	4.0901	
	5% Trimmed Mean		4.0387	
	Median		4.0000	
	Variance		.183	
	Std. Deviation		.42750	
	Minimum		2.80	
	Maximum		5.00	
	Range		2.20	
	Interquartile Range		.50	
	Skewness		.170	.148
	Kurtosis		.232	.295

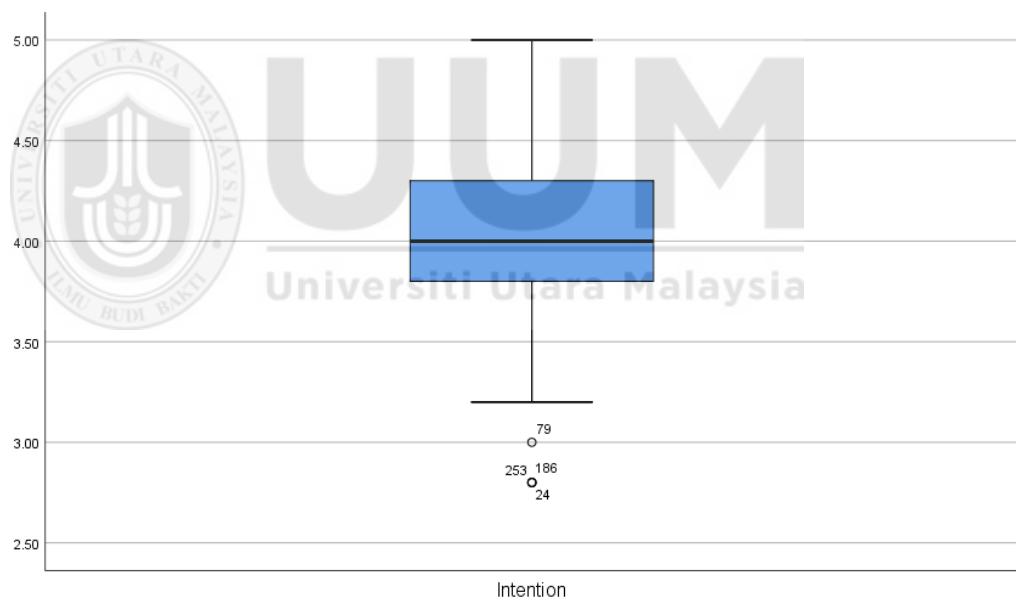
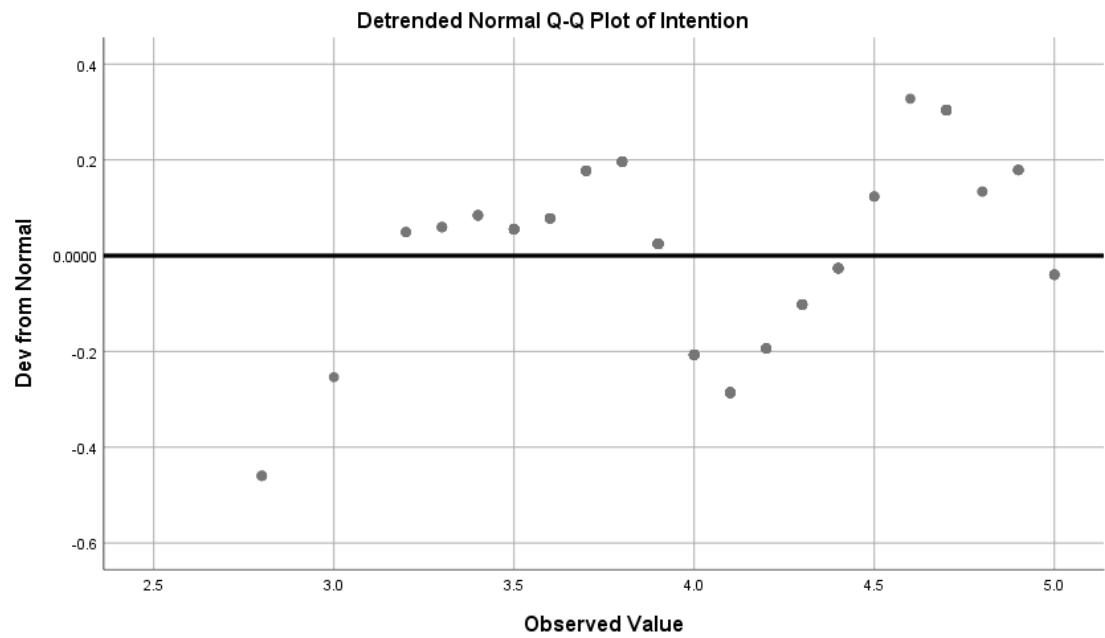
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Intention	.170	270	.000	.953	270	.000

## Intention

[illegible]

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Stem width:      .10
Each leaf:       1 case(s)
```





FREQUENCIES VARIABLES=JoBSatisfaction

### Statistics

JobSatisfaction

N	Valid	270
	Missing	0
Mean		4.0861
Std. Deviation		.43923

### Statistics

		I am satisfied with the working environment of the company	I am satisfied with job location	I am satisfied with the present working hour	I am satisfied with the existing salary structure of the company	I am satisfied with the compensation I get and I think it matches with my responsibility
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		4.2111	4.1481	4.2407	3.9630	4.0370
Std. Deviation		.59417	.81362	.64339	.72561	.68881

### Statistics

		I am happy with my work responsibilities	I feel comfortable in carrying out my responsibilities	I am satisfied with work relationships with the people around me	I am satisfied with various activities in the firm and love participating in them	I am happy with your overall job security
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		4.1185	4.1259	4.1741	4.1185	4.1630
Std. Deviation		.57909	.56450	.54130	.51810	.50584

### Statistics

		I am satisfied with the given right to put forward my opinions	I am satisfied with th leaders in my workplace as positive role models	I am satisfied with the present performance appraisal policy of teh company	I am happy with the recognition and rewards for my outstanding works and contributions	I am satisfied and think I've been awarded right set of duties, as per my ability
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		4.0185	3.9296	3.9296	3.9926	4.0370
Std. Deviation		.60637	.89123	.71537	.71621	.58364

### Statistics

		I am satisfied and able to maintain a healthy balance between work and family life	Fulfilling my responsibilities give me a feeling of satisfaction and personal achievement	I am satisfied with the leave policy of the company	I am satisfied employee assistance policy (lunch & Transport) of the company	I am satisfied with long term benefit and insurance policies of the company
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		4.0222	4.1889	4.1074	3.9630	4.2333
Std. Deviation		.72621	.52224	.50970	.63254	.53258

### I am satisfied with the working environment of the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.1	1.1	1.1
	Disagree	16	5.9	5.9	7.0
	Agree	172	63.7	63.7	70.7
	Strongly Agree	79	29.3	29.3	100.0
	Total	270	100.0	100.0	

### I am satisfied with job location

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	5	1.9	1.9	1.9
	Strongly Disagree	9	3.3	3.3	5.2
	Disagree	15	5.6	5.6	10.7
	Agree	153	56.7	56.7	67.4
	Strongly Agree	88	32.6	32.6	100.0
	Total	270	100.0	100.0	

### I am satisfied with the present working hour

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	2	.7	.7	.7
	Disagree	19	7.0	7.0	7.8
	Agree	159	58.9	58.9	66.7
	Strongly Agree	90	33.3	33.3	100.0
	Total	270	100.0	100.0	

**I am satisfied with the existing salary structure of the company**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	5	1.9	1.9	1.9
	Strongly Disagree	7	2.6	2.6	4.4
	Disagree	25	9.3	9.3	13.7
	Agree	189	70.0	70.0	83.7
	Strongly Agree	44	16.3	16.3	100.0
	Total	270	100.0	100.0	

**I am satisfied with the compensation I get and I think it matches with my responsibility**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	5	1.9	1.9	1.9
	Disagree	29	10.7	10.7	12.6
	Agree	182	67.4	67.4	80.0
	Strongly Agree	54	20.0	20.0	100.0
	Total	270	100.0	100.0	

**I am happy with my work responsibilities**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	.7	.7	.7
	Disagree	25	9.3	9.3	10.0
	Agree	182	67.4	67.4	77.4
	Strongly Agree	61	22.6	22.6	100.0
	Total	270	100.0	100.0	

**I feel comfortable in carrying out my responsibilities**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	2	.7	.7	.7
	Disagree	16	5.9	5.9	6.7
	Agree	196	72.6	72.6	79.3
	Strongly Agree	56	20.7	20.7	100.0
	Total	270	100.0	100.0	



**I am satisfied with work relationships with the people around me**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	20	7.4	7.4	7.4
	Agree	183	67.8	67.8	75.2
	Strongly Agree	67	24.8	24.8	100.0
	Total	270	100.0	100.0	

**I am satisfied with various activities in the firm and love participating in them**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.1	1.1	1.1
	Disagree	13	4.8	4.8	5.9
	Agree	203	75.2	75.2	81.1
	Strongly Agree	51	18.9	18.9	100.0
	Total	270	100.0	100.0	

**I am happy with your overall job security**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	16	5.9	5.9	5.9
	Agree	194	71.9	71.9	77.8
	Strongly Agree	60	22.2	22.2	100.0
	Total	270	100.0	100.0	

**I am satisfied with the given right to put forward my opinions**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	1.9	1.9	1.9
	Disagree	32	11.9	11.9	13.7
	Agree	186	68.9	68.9	82.6
	Strongly Agree	47	17.4	17.4	100.0
	Total	270	100.0	100.0	

**I am satisfied with the leaders in my workplace as positive role models**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	8	3.0	3.0	3.0
	Strongly Disagree	15	5.6	5.6	8.5
	Disagree	24	8.9	8.9	17.4
	Agree	164	60.7	60.7	78.1
	Strongly Agree	59	21.9	21.9	100.0
	Total	270	100.0	100.0	

**I am satisfied with the present performance appraisal policy of the company**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	1	.4	.4	.4
	Strongly Disagree	12	4.4	4.4	4.8
	Disagree	37	13.7	13.7	18.5
	Agree	175	64.8	64.8	83.3
	Strongly Agree	45	16.7	16.7	100.0
	Total	270	100.0	100.0	

**I am happy with the recognition and rewards for my outstanding works and contributions**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	5	1.9	1.9	1.9
	Strongly Disagree	6	2.2	2.2	4.1
	Disagree	22	8.1	8.1	12.2
	Agree	190	70.4	70.4	82.6
	Strongly Agree	47	17.4	17.4	100.0
	Total	270	100.0	100.0	

**I am satisfied and think I've been awarded right set of duties, as per my ability**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	1.9	1.9	1.9
	Disagree	26	9.6	9.6	11.5
	Agree	193	71.5	71.5	83.0
	Strongly Agree	46	17.0	17.0	100.0
	Total	270	100.0	100.0	

**I am satisfied and able to maintain a healthy balance between work and family life**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	5	1.9	1.9	1.9
	Strongly Disagree	6	2.2	2.2	4.1
	Disagree	20	7.4	7.4	11.5
	Agree	186	68.9	68.9	80.4
	Strongly Agree	53	19.6	19.6	100.0
	Total	270	100.0	100.0	

**Fulfilling my responsibilities give me a feeling of satisfaction and personal achievement**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	16	5.9	5.9	5.9
	Agree	187	69.3	69.3	75.2
	Strongly Agree	67	24.8	24.8	100.0
	Total	270	100.0	100.0	

**I am satisfied with the leave policy of the company**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	.7	.7	.7
	Disagree	16	5.9	5.9	6.7
	Agree	203	75.2	75.2	81.9
	Strongly Agree	49	18.1	18.1	100.0
	Total	270	100.0	100.0	

**I am satisfied employee assistance policy (lunch & Transport) of the company**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	5	1.9	1.9	1.9
	Strongly Disagree	1	.4	.4	2.2
	Disagree	26	9.6	9.6	11.9
	Agree	205	75.9	75.9	87.8
	Strongly Agree	33	12.2	12.2	100.0
	Total	270	100.0	100.0	

**I am satisfied with long term benefit and insurance policies of the company**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.1	1.1	1.1
	Disagree	5	1.9	1.9	3.0
	Agree	188	69.6	69.6	72.6
	Strongly Agree	74	27.4	27.4	100.0
	Total	270	100.0	100.0	



Universiti Utara Malaysia

### Statistics

Burnout

N	Valid	270
	Missing	0
Mean		2.9810
Std. Deviation		.62787

### Statistics

		I feel emotionally drained by my work	I feel burned out from work	I feel fatigued in the morning	I feel used up at a day 's end	I feel frustrated at work
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		3.4074	3.1704	3.2111	3.3148	2.9407
Std. Deviation		.89440	.85395	.95038	.79553	.76894

### Statistics

		I feel as though I am working too hard at work	Being with people stress me	I feel like I'm at the end of my rope	I worry that work is hardening me	I feel as though I treat my colleagues impersonally
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		3.4296	2.9370	2.6222	2.9926	2.8667
Std. Deviation		.90468	.97158	1.10334	.96014	.86484

### Statistics

		I have become more cold hearted towards people	I don't really care what happens to my colleagues	I feel as though I am helping my colleagues	I don't feel energetic	I feel as though I haven't accomplished worthwhile things
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		2.9556	2.3333	3.6222	2.9296	2.9519
Std. Deviation		.96301	.85794	.82134	.91184	.88854

### Statistics

		I do not feel as though I am positively influencing others	I can't easily create a relaxed atmosphere
N	Valid	270	270
	Missing	0	0
Mean		2.7963	2.8333
Std. Deviation		.83108	.87828

### I feel emotionally drained by my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	10	3.7	3.7	3.7
	Strongly Disagree	20	7.4	7.4	11.1
	Disagree	115	42.6	42.6	53.7
	Agree	100	37.0	37.0	90.7
	Strongly Agree	25	9.3	9.3	100.0
	Total	270	100.0	100.0	

### I feel burned out from work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	13	4.8	4.8	4.8
	Strongly Disagree	24	8.9	8.9	13.7
	Disagree	153	56.7	56.7	70.4
	Agree	64	23.7	23.7	94.1
	Strongly Agree	16	5.9	5.9	100.0
	Total	270	100.0	100.0	

### I feel fatigued in the morning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	21	7.8	7.8	7.8
	Strongly Disagree	21	7.8	7.8	15.6
	Disagree	123	45.6	45.6	61.1
	Agree	90	33.3	33.3	94.4
	Strongly Agree	15	5.6	5.6	100.0
	Total	270	100.0	100.0	

### I feel used up at a day 's end

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	10	3.7	3.7	3.7
	Strongly Disagree	13	4.8	4.8	8.5
	Disagree	142	52.6	52.6	61.1
	Agree	92	34.1	34.1	95.2
	Strongly Agree	13	4.8	4.8	100.0
	Total	270	100.0	100.0	

### I feel frustrated at work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	15	5.6	5.6	5.6
	Strongly Disagree	36	13.3	13.3	18.9
	Disagree	176	65.2	65.2	84.1
	Agree	36	13.3	13.3	97.4
	Strongly Agree	7	2.6	2.6	100.0
	Total	270	100.0	100.0	

### I feel as though I am working too hard at work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	12	4.4	4.4	4.4
	Strongly Disagree	20	7.4	7.4	11.9
	Disagree	99	36.7	36.7	48.5
	Agree	118	43.7	43.7	92.2
	Strongly Agree	21	7.8	7.8	100.0
	Total	270	100.0	100.0	

### Being with people stress me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	26	9.6	9.6	9.6
	Strongly Disagree	36	13.3	13.3	23.0
	Disagree	159	58.9	58.9	81.9
	Agree	27	10.0	10.0	91.9
	Strongly Agree	22	8.1	8.1	100.0
	Total	270	100.0	100.0	

### I feel like I'm at the end of my rope

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	59	21.9	21.9	21.9
	Strongly Disagree	43	15.9	15.9	37.8
	Disagree	123	45.6	45.6	83.3
	Agree	31	11.5	11.5	94.8
	Strongly Agree	14	5.2	5.2	100.0
	Total	270	100.0	100.0	

### I worry that work is hardening me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	17	6.3	6.3	6.3
	Strongly Disagree	63	23.3	23.3	29.6
	Disagree	106	39.3	39.3	68.9
	Agree	73	27.0	27.0	95.9
	Strongly Agree	11	4.1	4.1	100.0
	Total	270	100.0	100.0	

### I feel as though I treat my colleagues impersonally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	16	5.9	5.9	5.9
	Strongly Disagree	68	25.2	25.2	31.1
	Disagree	127	47.0	47.0	78.1
	Agree	54	20.0	20.0	98.1
	Strongly Agree	5	1.9	1.9	100.0
	Total	270	100.0	100.0	

### I have become more cold hearted towards people

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	19	7.0	7.0	7.0
	Strongly Disagree	65	24.1	24.1	31.1
	Disagree	104	38.5	38.5	69.6
	Agree	73	27.0	27.0	96.7
	Strongly Agree	9	3.3	3.3	100.0
	Total	270	100.0	100.0	



### I don't really care what happens to my colleagues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	56	20.7	20.7	20.7
	Strongly Disagree	81	30.0	30.0	50.7
	Disagree	120	44.4	44.4	95.2
	Agree	13	4.8	4.8	100.0
	Total	270	100.0	100.0	

### I feel as though I am helping my colleagues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	5	1.9	1.9	1.9
	Strongly Disagree	18	6.7	6.7	8.5
	Disagree	77	28.5	28.5	37.0
	Agree	144	53.3	53.3	90.4
	Strongly Agree	26	9.6	9.6	100.0
	Total	270	100.0	100.0	

### I don't feel energetic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	17	6.3	6.3	6.3
	Strongly Disagree	52	19.3	19.3	25.6
	Disagree	153	56.7	56.7	82.2
	Agree	29	10.7	10.7	93.0
	Strongly Agree	19	7.0	7.0	100.0
	Total	270	100.0	100.0	

### I feel as though I haven't accomplished worthwhile things

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	22	8.1	8.1	8.1
	Strongly Disagree	37	13.7	13.7	21.9
	Disagree	153	56.7	56.7	78.5
	Agree	48	17.8	17.8	96.3
	Strongly Agree	10	3.7	3.7	100.0
	Total	270	100.0	100.0	

**I do not feel as though I am positively influencing others**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	14	5.2	5.2	5.2
	Strongly Disagree	81	30.0	30.0	35.2
	Disagree	124	45.9	45.9	81.1
	Agree	48	17.8	17.8	98.9
	Strongly Agree	3	1.1	1.1	100.0
	Total	270	100.0	100.0	

**I can't easily create a relaxed atmosphere**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	16	5.9	5.9	5.9
	Strongly Disagree	79	29.3	29.3	35.2
	Disagree	112	41.5	41.5	76.7
	Agree	60	22.2	22.2	98.9
	Strongly Agree	3	1.1	1.1	100.0
	Total	270	100.0	100.0	

**Statistics**

Commitment

N	Valid	270
	Missing	0
Mean		3.6427
Std. Deviation		.26428

### Statistics

		I would be very happy to spend the rest of my career with this organization	I enjoy discussing my organization with people outside it	I really feel as if this organization's problems are my own	I think that I could easily become as attached to another organization as I am to this one	I feel like 'part of the family' at my organization
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		3.8185	3.9481	3.7556	3.4370	2.9556
Std. Deviation		.79522	.66588	.71590	.79597	.97070

### Statistics

		I feel emotionally attached to this organization	This organization has a great deal of personal meaning for me	I feel a strong sense of belonging to my organization	I am afraid of what might happen if I quit my job without having another one lined up	It would be very hard for me to leave my organization right now, even if I wanted to
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		3.0556	3.9037	3.0111	3.1593	3.8963
Std. Deviation		.91693	.58321	.84256	.89225	.86891

### Statistics

		Too much in my life would be disrupted if I decided I wanted to leave my organization now	It would be too costly for me to leave my organization now	Right now, staying with my organization is a matter of necessity as much as desire	I feel that I have too many options to consider leaving this organization	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		3.8852	3.4074	3.9370	3.8074	3.8741
Std. Deviation		.76504	.85182	.69499	.77119	.64445

### Statistics

		One of the major reason I continue to work for this organization is that leaving would require considerable personal sacrifice- another organization may not match the overall benefits I have	I think that people these days move from company to company too often	I believe that a person must always be loyal to his or her organization	Jumping from organization to organization does seem at all ethical to me	One of the major reasons I continue to work for this organization is that I beleive that loyalty is important and teherfore feel a sense of moral obligation to remain
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		3.9667	4.0074	3.3222	3.5222	3.9852
Std. Deviation		.71287	.54529	.77835	.83458	.70035

### Statistics

		If I got another offer for a better job elsewhere I would not feel it was right to leave my organization	I was taught to believe in the value of remaining loyal to one organization	Things were better in the days when people stayed with one organization for most of their careers	I think that wanting to be a "company man " or "company woman" is sensible anymore
N	Valid	270	270	270	270
	Missing	0	0	0	0
Mean		3.6889	3.8333	3.7370	3.5111
Std. Deviation		.84894	.67757	.72227	.66642

### I would be very happy to spend the rest of my career with this organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	5.2	5.2	5.2
	Disagree	72	26.7	26.7	31.9
	Agree	133	49.3	49.3	81.1
	Strongly Agree	51	18.9	18.9	100.0
	Total	270	100.0	100.0	

**I enjoy discussing my organization with people outside it**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	2.6	2.6	2.6
	Disagree	46	17.0	17.0	19.6
	Agree	171	63.3	63.3	83.0
	Strongly Agree	46	17.0	17.0	100.0
	Total	270	100.0	100.0	

**I really feel as if this organization's problems are my own**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	6	2.2	2.2	2.2
	Strongly Disagree	1	.4	.4	2.6
	Disagree	71	26.3	26.3	28.9
	Agree	167	61.9	61.9	90.7
	Strongly Agree	25	9.3	9.3	100.0
	Total	270	100.0	100.0	

**I think that I could easily become as attached to another organization as I am to this one**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	1	.4	.4	.4
	Strongly Disagree	35	13.0	13.0	13.3
	Disagree	93	34.4	34.4	47.8
	Agree	127	47.0	47.0	94.8
	Strongly Agree	14	5.2	5.2	100.0
	Total	270	100.0	100.0	

**I feel like 'part of the family' at my organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	23	8.5	8.5	8.5
	Strongly Disagree	48	17.8	17.8	26.3
	Disagree	133	49.3	49.3	75.6
	Agree	50	18.5	18.5	94.1
	Strongly Agree	16	5.9	5.9	100.0
	Total	270	100.0	100.0	

**I feel emotionally attached to this organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	18	6.7	6.7	6.7
	Strongly Disagree	36	13.3	13.3	20.0
	Disagree	145	53.7	53.7	73.7
	Agree	55	20.4	20.4	94.1
	Strongly Agree	16	5.9	5.9	100.0
	Total	270	100.0	100.0	

**This organization has a great deal of personal meaning for me**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	1.5	1.5	1.5
	Disagree	48	17.8	17.8	19.3
	Agree	188	69.6	69.6	88.9
	Strongly Agree	30	11.1	11.1	100.0
	Total	270	100.0	100.0	

**I feel a strong sense of belonging to my organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	8	3.0	3.0	3.0
	Strongly Disagree	61	22.6	22.6	25.6
	Disagree	130	48.1	48.1	73.7
	Agree	62	23.0	23.0	96.7
	Strongly Agree	9	3.3	3.3	100.0
	Total	270	100.0	100.0	

**I am afraid of what might happen if I quit my job without having another one lined up**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	16	5.9	5.9	5.9
	Strongly Disagree	32	11.9	11.9	17.8
	Disagree	124	45.9	45.9	63.7
	Agree	89	33.0	33.0	96.7
	Strongly Agree	9	3.3	3.3	100.0
	Total	270	100.0	100.0	

**It would be very hard for me to leave my organization right now, even if I wanted to**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	8	3.0	3.0	3.0
	Strongly Disagree	9	3.3	3.3	6.3
	Disagree	42	15.6	15.6	21.9
	Agree	155	57.4	57.4	79.3
	Strongly Agree	56	20.7	20.7	100.0
	Total	270	100.0	100.0	

**Too much in my life would be disrupted if I decided I wanted to leave my organization now**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	3	1.1	1.1	1.1
	Strongly Disagree	9	3.3	3.3	4.4
	Disagree	51	18.9	18.9	23.3
	Agree	160	59.3	59.3	82.6
	Strongly Agree	47	17.4	17.4	100.0
	Total	270	100.0	100.0	

**It would be too costly for me to leave my organization now**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	4	1.5	1.5	1.5
	Strongly Disagree	31	11.5	11.5	13.0
	Disagree	108	40.0	40.0	53.0
	Agree	105	38.9	38.9	91.9
	Strongly Agree	22	8.1	8.1	100.0
	Total	270	100.0	100.0	

**Right now, staying with my organization is a matter of necessity as much as desire**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	5	1.9	1.9	1.9
	Strongly Disagree	5	1.9	1.9	3.7
	Disagree	29	10.7	10.7	14.4
	Agree	194	71.9	71.9	86.3
	Strongly Agree	37	13.7	13.7	100.0
	Total	270	100.0	100.0	

**I feel that I have too many options to consider leaving this organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	11	4.1	4.1	4.1
	Strongly Disagree	1	.4	.4	4.4
	Disagree	42	15.6	15.6	20.0
	Agree	191	70.7	70.7	90.7
	Strongly Agree	25	9.3	9.3	100.0
	Total	270	100.0	100.0	

**One of the few serious consequences of leaving this organization would be the scarcity of available alternatives**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	4	1.5	1.5	1.5
	Strongly Disagree	3	1.1	1.1	2.6
	Disagree	42	15.6	15.6	18.1
	Agree	195	72.2	72.2	90.4
	Strongly Agree	26	9.6	9.6	100.0
	Total	270	100.0	100.0	



**One of the major reason I continue to work for this organization is that leaving would require considerable personal sacrifice-another organization may not match the overall benefits I have**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	5	1.9	1.9	1.9
	Strongly Disagree	6	2.2	2.2	4.1
	Disagree	25	9.3	9.3	13.3
	Agree	191	70.7	70.7	84.1
	Strongly Agree	43	15.9	15.9	100.0
	Total	270	100.0	100.0	

**I think that people these days move from company to company too often**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	1	.4	.4	.4
	Strongly Disagree	4	1.5	1.5	1.9
	Disagree	21	7.8	7.8	9.6
	Agree	210	77.8	77.8	87.4
	Strongly Agree	34	12.6	12.6	100.0
	Total	270	100.0	100.0	

**I believe that a person must always be loyal to his or her organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	6	2.2	2.2	2.2
	Strongly Disagree	26	9.6	9.6	11.9
	Disagree	121	44.8	44.8	56.7
	Agree	109	40.4	40.4	97.0
	Strongly Agree	8	3.0	3.0	100.0
	Total	270	100.0	100.0	

**Jumping from organization to organization does seem at al ethical to me**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	6	2.2	2.2	2.2
	Strongly Disagree	27	10.0	10.0	12.2
	Disagree	72	26.7	26.7	38.9
	Agree	150	55.6	55.6	94.4
	Strongly Agree	15	5.6	5.6	100.0

Total	270	100.0	100.0
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**One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	5	1.9	1.9	1.9
	Strongly Disagree	3	1.1	1.1	3.0
	Disagree	29	10.7	10.7	13.7
	Agree	187	69.3	69.3	83.0
	Strongly Agree	46	17.0	17.0	100.0
	Total	270	100.0	100.0	

**If i got another offer for a better job elsewhere I would not feel it was right to leave my organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	9	3.3	3.3	3.3
	Strongly Disagree	10	3.7	3.7	7.0
	Disagree	68	25.2	25.2	32.2
	Agree	152	56.3	56.3	88.5
	Strongly Agree	31	11.5	11.5	100.0
	Total	270	100.0	100.0	

**I was taught to believe in the value of remaining loyal to one organization**

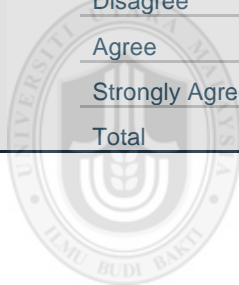
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	3	1.1	1.1	1.1
	Strongly Disagree	6	2.2	2.2	3.3
	Disagree	52	19.3	19.3	22.6
	Agree	181	67.0	67.0	89.6
	Strongly Agree	28	10.4	10.4	100.0
	Total	270	100.0	100.0	

**Things were better in the days when people stayed with one organization for most of their careers**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	3	1.1	1.1	1.1
	Strongly Disagree	15	5.6	5.6	6.7
	Disagree	52	19.3	19.3	25.9
	Agree	180	66.7	66.7	92.6
	Strongly Agree	20	7.4	7.4	100.0
	Total	270	100.0	100.0	

**I think that wanting to be a "company man " or "company woman" is sensible anymore**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	3	1.1	1.1	1.1
	Strongly Disagree	5	1.9	1.9	3.0
	Disagree	125	46.3	46.3	49.3
	Agree	125	46.3	46.3	95.6
	Strongly Agree	12	4.4	4.4	100.0
	Total	270	100.0	100.0	



Universiti Utara Malaysia

### Statistics

Intention		
N	Valid	270
	Missing	0
Mean		4.0389
Std. Deviation		.42750

### Statistics

		I feel there is adequate opportunity for me to move to a better job within the company	I feel secure that I will be able to work for the company as long as I do a good job	I am proud to work in my company	I am proud to tell others that I am part of this organization	I am very loyal to this organization
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		3.4889	4.0704	4.3704	4.3519	4.1741
Std. Deviation		.84367	.68348	.52789	.50120	.59370

### Statistics

		I do not think about leaving my current position	I will not leave my current position within the next three months	I am not actively seeking employment with another organization	I will be working for this institution five years from now	I will not leave this institution even after I find a better job
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		3.8926	4.2296	4.0074	4.0889	3.7148
Std. Deviation		.85769	.73105	.73668	.59698	.92676

### I feel there is adequate opportunity for me to move to a better job within the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	8	3.0	3.0	3.0
	Strongly Disagree	24	8.9	8.9	11.9
	Disagree	80	29.6	29.6	41.5
	Agree	144	53.3	53.3	94.8
	Strongly Agree	14	5.2	5.2	100.0
	Total	270	100.0	100.0	

**I feel secure that I will be able to work for the company as long as I do a good job**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	7	2.6	2.6	2.6
	Strongly Disagree	3	1.1	1.1	3.7
	Disagree	3	1.1	1.1	4.8
	Agree	208	77.0	77.0	81.9
	Strongly Agree	49	18.1	18.1	100.0
	Total	270	100.0	100.0	

**I am proud to work in my company**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	2.2	2.2	2.2
	Agree	158	58.5	58.5	60.7
	Strongly Agree	106	39.3	39.3	100.0
	Total	270	100.0	100.0	

**I am proud to tell others that I am part of this organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	1.1	1.1	1.1
	Agree	169	62.6	62.6	63.7
	Strongly Agree	98	36.3	36.3	100.0
	Total	270	100.0	100.0	

**I am very loyal to this organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	28	10.4	10.4	10.4
	Agree	167	61.9	61.9	72.2
	Strongly Agree	75	27.8	27.8	100.0
	Total	270	100.0	100.0	

**I do not think about leaving my current position**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	6	2.2	2.2	2.2
	Strongly Disagree	13	4.8	4.8	7.0
	Disagree	40	14.8	14.8	21.9
	Agree	156	57.8	57.8	79.6
	Strongly Agree	55	20.4	20.4	100.0
	Total	270	100.0	100.0	

**I will not leave my current position within the next three months**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	4	1.5	1.5	1.5
	Disagree	24	8.9	8.9	10.4
	Agree	144	53.3	53.3	63.7
	Strongly Agree	98	36.3	36.3	100.0
	Total	270	100.0	100.0	

**I am not actively seeking employment with another organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	6	2.2	2.2	2.2
	Disagree	36	13.3	13.3	15.6
	Agree	172	63.7	63.7	79.3
	Strongly Agree	56	20.7	20.7	100.0
	Total	270	100.0	100.0	

**I will be working for this institution five years from now**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.1	1.1	1.1
	Disagree	28	10.4	10.4	11.5
	Agree	181	67.0	67.0	78.5
	Strongly Agree	58	21.5	21.5	100.0
	Total	270	100.0	100.0	

**I will not leave this institution even after I find a better job**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	7	2.6	2.6	2.6
	Strongly Disagree	11	4.1	4.1	6.7
	Disagree	90	33.3	33.3	40.0
	Agree	106	39.3	39.3	79.3
	Strongly Agree	56	20.7	20.7	100.0
	Total	270	100.0	100.0	



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### Correlations

		Intention	JoBSatisfaction
Intention	Pearson Correlation	1	.537**
	Sig. (2-tailed)		.000
	N	270	270
JoBSatisfaction	Pearson Correlation	.537**	1
	Sig. (2-tailed)	.000	
	N	270	270

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Correlations

		Intention	Commitment
Intention	Pearson Correlation	1	.367**
	Sig. (2-tailed)		.000
	N	270	270
Commitment	Pearson Correlation	.367**	1
	Sig. (2-tailed)	.000	
	N	270	270

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Correlations

		Intention	Burnout
Intention	Pearson Correlation	1	-.273**
	Sig. (2-tailed)		.000
	N	270	270
Burnout	Pearson Correlation	-.273**	1
	Sig. (2-tailed)	.000	
	N	270	270

\*\* . Correlation is significant at the 0.01 level (2-tailed).



### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.633 <sup>a</sup>	.400	.394	.33291

a. Predictors: (Constant), Commitment, JoBSatisfaction, Burnout

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.681	3	6.560	59.193	.000 <sup>b</sup>
	Residual	29.481	266	.111		
	Total	49.162	269			

a. Dependent Variable: Intention

b. Predictors: (Constant), Commitment, JoBSatisfaction, Burnout

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.481	.357		1.346	.180
	JoBSatisfaction	.411	.059	.423	6.952	.000
	Burnout	-.096	.043	-.140	-2.224	.027
	Commitment	.594	.085	.367	7.000	.000

a. Dependent Variable: Intention